

# **A sector in crisis: a systematic analysis of care home websites in Lancashire, UK**

Mike Ryder [1]

1. Lancaster University, Lancaster, LA1 4YW, United Kingdom

## **Corresponding author:**

Mike Ryder

Marketing Department, Lancaster University Management School, Lancaster University,  
Lancaster, LA1 4YW, United Kingdom

[m.ryder@lancaster.ac.uk](mailto:m.ryder@lancaster.ac.uk)

## **Declarations of interest:**

None

## **Funding statement:**

This research did not receive any specific grant from funding agencies in the public, commercial, or not-for-profit sectors.

## **To cite this paper:**

Ryder, M. (2024) 'A sector in crisis: a systematic analysis of care home websites in Lancashire, UK' <https://mjryder.net/care-home-websites-in-lancashire/>

## **A sector in crisis: a systematic analysis of care home websites in Lancashire, UK**

### **Abstract**

This paper assesses the extent of the digital disparity among care homes in the UK, using the county of Lancashire as a pilot region in which to gain some insight into the state of digital marketing among care homes more broadly.

Data for this study was compiled in the period January–February 2022. Of 514 homes investigated, 88 (17%) were found to have closed down. Of the 426 homes still in operation, only 297 (69.7%) have an active *working* website. Numerous issues were identified, including: extremely dated websites, an overabundance of stock imagery, a lack of news updates and incorrect information. Some homes even advertise contact details linking to personal email addresses, or emails associated with other businesses – posing a major risk in terms of data protection.

There were also several major regulatory issues identified. Of the homes with a working website, 20.2% had some issue with the display of their Care Quality Commission (CQC) status. Issues ranged from broken CQC integration to a lack of dynamic rating that updates in real-time. Most critical of all is the fact that 31 (10.4%) of homes surveyed had no CQC link at all.

In response to these challenges, this paper recommends regulators take steps to ensure that homes are required to include their *dynamic* rating on their website. This paper also argues that it should be a mandated part of regulatory compliance that care homes be required to run and maintain an active and up-to-date website as part of their duty of care to residents and their families, and to support consumer choice.

**Keywords:** care homes, nursing homes, website, digital marketing, CQC, compliance

# **A sector in crisis: a systematic analysis of care home websites in Lancashire, UK**

## **Introduction**

Choosing a care home is among the most important decisions any of us will ever make.

Whether it be for ourselves or a loved one, choosing the right home is essential if we are to maintain the best quality of life while also ensuring all of our care needs are met. However, choosing a care home is not easy. The quality and scale of provision can vary wildly, and despite the best efforts of UK regulators such as the Care Quality Commission (England), Care Inspectorate (Scotland), Care and Social Services Inspectorate (Wales) and Regulation and Quality Improvement Authority (Northern Ireland), still news feeds are full of stories of failing homes, understaffing and a lack of care [1,2,3].

At one end of the market, private equity firms own vast swathes of the care home sector in the UK, earning vast profits during the pandemic [4] – arguably to the detriment of patient care. And yet these same large chains are also competing against much smaller care home groups, local councils and independent providers, each of which face their own challenges in terms of marketing and provision. Such is the divided nature of the market, it has been described as a ‘Wild West’ by former UK health secretary Jeremy Hunt, who has suggested it may not always be working in the interests of consumers [5].

This raises an important question. If the market is so uneven and difficult to navigate, then how can consumers be expected to make informed decisions?

As part of its extensive guidance, the charity Age UK recommends consumers look online to build a list of local homes to visit [6,7]. Meanwhile, the NHS recommends a similar process to find information on local care, citing websites and brochures as two important ways to gather information [8].

And yet despite guidance to ‘look online’, even a cursory search of local care homes reveals a huge disparity in online presence. While some homes have modern, dynamic, interactive websites, others have sites that haven’t been updated in many years. Indeed, a significant number don’t seem to have any website at all.

This paper will therefore assess the extent of the perceived ‘digital disparity’ among care homes in the UK, using the county of Lancashire as a pilot region in which to gain some insight into the state of digital marketing in the care sector in the UK – a starting point for further research, with a view to identify some of the key issues and challenges facing the sector going forward.

## **Methodology**

To begin the research, a list of care homes in the Lancashire region was collected from the website [www.yourcarehome.co.uk](http://www.yourcarehome.co.uk) – one of the many aggregator websites to be found online and recommended as a good starting point by consumer champion *Which?* [9].

This initial list of homes was compiled over the period January–February 2022. Once the list was complete, the researcher conducted a web search for each care home in turn, using the terms [care home name]+[town] (e.g. ‘The Sands Care Home Morecambe’) – much in the same way any member of the public might be expected to search for a specific home once they had narrowed down their choice.

From this first run through the data, the researcher collected a list of website URLs and email addresses (where applicable) that were found via a basic web search and/or (in the case of email addresses), listed on the relevant website or social media page.

However, it soon became evident that many homes had incorrect listings, and many had also changed name and/or ownership since they were first listed on [www.yourcarehome.co.uk](http://www.yourcarehome.co.uk). These weren’t the only issues found, as some websites were

found to be extremely dated, while others appeared as ‘Under construction’ or ‘Coming soon’.

A second run through the data was conducted between the period August–September 2022. Where homes were found to have an existing *working* website, these websites were assessed based on common features identified over the course of the research and used as a measure of basic functionality – a ‘minimum standard’ care home websites should aspire to.

These features included:

- Email address
- Contact form
- Interactive map
- Image gallery
- News and events
- Regulatory compliance (CQC)

Based on initial findings, the researcher created additional categories based on whether care home websites were part of a ‘chain’ – i.e. a group of homes either working together or owned by an umbrella company responsible for marketing communications.

During this second phase of data collection, several question marks arose around whether certain homes were still open. Therefore, an extra search was conducted in order to track down the associated CQC profile for each home. This process revealed a significant number of homes listed online are no longer in operation, with several homes even closing during the period of this study. Details on these homes are presented in the next section.

## Findings and discussion

In this article I present select findings from this research under a series of themes that represent some of the biggest challenges facing the care sector both from a marketing standpoint, but also in terms of regulation and quality of care.

Please note: All data is correct as of time of writing, 27th September 2022. Data available on request.

Total number of care homes surveyed	514
Closed homes (those 'archived' by the CQC)	88 (17%)
Total number of care homes still in operation	426

Table 1 – Care homes surveyed

Number of active homes with a website	314 (73.7%)
Broken websites showing errors, 'coming soon' or under 'maintenance'	17 (4%)
Number of active homes with a <b><i>working</i></b> website	297 (69.7%)

Table 2 – Number of working websites

Chain website	170 (57.2%)
Council website	17 (5.72%)
NHS-run website	1 (0.34%)

Total homes with websites part of a larger organisation or group	188 (63.3%)
--	-------------

Table 3 – Number of care home websites part of, or managed by, a larger organisation

### ***General observations***

#### *Broken websites*

The first and most pressing issue is the sheer number of ‘broken’ websites – those websites that are advertised either via search, social media or aggregator sites, but then simply do not work. Either they may have been taken down (deliberately or otherwise), the hosting contract may not have been renewed, or the home may have changed ownership and the website not updated to reflect this.

Hilton Rest Home for example has a broken website advertised on its NHS listing [10]. The same is true of Anbridge Care Home [11]. Meanwhile Adelphi Rest Home advertises its website via its Facebook page [12], however, this website is also broken at the time of writing.

Another issue is the number of homes that have pages listed as ‘coming soon’ or ‘under maintenance’. Chestnut Grove and Swillbrook House are both examples of this, with ‘holding’ pages that were not changed during the nine months of this study and that are several years out of date [13,14].

#### *Dated websites*

While website copyright dates cannot always tell us for certain how old a website is (many can be set to update automatically), the sheer span of date ranges surveyed reflects a major problem for the sector. The earliest copyright date found in this study was 2006, located in the website metadata for Brant Howe [15]. Meanwhile, Kepplegate Care Services has a footer copyright date set in the future, 2023 [16] – a span of some 17 years.

Web technology has moved on a long way since 2006, and a great many of the sites surveyed were found to be running on http and not on https (the more secure version of http). Based on the sites surveyed, it is fair to say that even in 2006, some of the oldest websites in this study were relatively ‘old’ in terms of web standards and design aesthetics – with the likes of Brant Howe et al reminiscent of the sort of designs and layouts found across many Homestead, Angelfire and Geocities websites that were common in the mid-to-late-1990s. This has many implications for digital marketing of these care homes, not least in terms of branding, search optimisation, accessibility, and compatibility with mobile devices.

### *Search visibility*

For most businesses, search engines such as Google and Bing display a ‘business’ listing on the right-hand side of the search results, to give a more detailed view on a particular company. However, as this researcher found, many of the business listings for care homes seemed to be either out of date, or simply wrong.

In some cases, search listings appear to have been deliberately hijacked by aggregator sites, or other similar listing sites, with the aim of encouraging new user registrations or to get users to search via their own platform instead.

For example, as of 27 September 2022, the Bing search listing for Eaves Hall Rest Home, Burnley has its website listed as [www.carehome.co.uk](http://www.carehome.co.uk), with the social profiles all pointing to the [www.carehome.co.uk](http://www.carehome.co.uk) social accounts and not those of the care home. Similarly, Chapel Lodge Residential Home, Burnley has its website linking through to a blank [www.yelp.ca](http://www.yelp.ca) business profile.

In the course of this research, Yelp.ca was found to have hijacked listings on many different care homes. This is particularly odd, given that Yelp.ca is a *Canadian* business



listings site. Indeed, in some instances the links found were even to the [www.fr.yelp.ca](http://www.fr.yelp.ca) website address – the *French* language Canadian website.

### ***Issues with marketing and communications***

#### *Use of imagery*

Many of the sites investigated in this study use some form of stock imagery sourced from repositories such as Getty, Shutterstock, Adobe or Unsplash. This is not a problem in and of itself. However, there were several cases where stock imagery was the *only* imagery used, with no images of the home itself or any of its residents. This would seem to defeat the object of a website in the first place if the images merely serve the purpose to show ‘what care looks like’, rather than any specific about the particular home.

In one example, Redbricks Care Home in Thornton-Cleveleys presents a range of stock imagery to support the marketing of its care home [17]. While new visitors to the site may not recognise the images used, this researcher recognised the two women on the homepage from across a great number of care home websites examined in this study. Indeed, by doing an image search of the other images on the site it was discovered that these were also sourced from Shutterstock [18,19,20] – even though it is implied that some of the pictures depict the current residents of the home.

There comes a point then where the use of stock imagery becomes one of false advertising as it is misrepresenting the home, its residents and its staff. In the case of Rosehaven Residential Care Home, Blackpool, the ‘gallery’ section encourages readers to ‘Get to know us better by taking a look at some of our pictures’ [21]. And yet, despite this, every one of the six images presented on the site are stock and bear no relation to the care home itself.

### *News and events*

During the course of this research, very few homes were found to have an active list of news and events. In some cases, the ‘news’ and/or ‘events’ sections hadn’t been touched in many years, with the most recent posts on some sites, such as York Lodge, posted as far back as 2014 [22].

The quality of content also varies widely between homes. In the case of Thornton Care (a chain of three homes), the ‘events’ page is simply a list of just six lines of text, with no full dates assigned to any of the items. The top item simply reads: ‘3RD MAY STAFF TRAINING EVENT’. The second reads: ‘PERSON CENTRED PLANNING 9.30 TO 12.30’ – items that don’t even seem to apply to residents of the homes themselves [23].

There were also several cases found where news feeds have not been set up correctly, or where the website implementation seems unfinished, or not checked before launch. On the Rosendale Nursing Home blog, the bottom three items dated 27 September 2020 are all placeholder items with the titles ‘You Can Blog from Everywhere!’, ‘Design a Stunning Blog’ and ‘Grow Your Blog Community’ [24]. Meanwhile, scrolling to the bottom of the Sands Care Group news and events page reveals three ‘test’ posts situated where news should appear, labelled ‘TEST POST 1’, ‘TEST POST 2’ and ‘TEST POST 3’ [25].

Even some of the better websites struggle for content. Beech Grove (part of Roseberry Care), has a nicely presented item about a garden project. However, it is only a single item and there are no other items in the ‘news carousel’. The item also lacks pictures of actual residents doing things, which makes the item feel less authentic, and it is not quite clear exactly when the event took place [26].

### *Email addresses*

One surprising finding from the research was just how many care homes have email addresses that are not linked to their domain, with many using the likes of AOL, Outlook, Gmail, BT Internet and Yahoo.

This has implications for the professional presentation of the brand. It also has implications for security and data protection. Stafford House, Thornton-Cleveleys for example advertises its email address as `staffordhouse7@gmail.com` [27]. This poses the question: how many residents / family members / contractors may have emailed `staffordhouse1`, `staffordhouse2`, `staffordhouse3` (etc.) by mistake?

This issue becomes even more complex when care homes advertise an individual's email address, rather than a generic care home inbox. Hilton Rest Home for example has a broken website advertised as part of its NHS listing [10]. It also advertises its contact email as `joseph.buirds@talk21.com` – a private individual's email that has no clear association with the home.

This presents a number of critical issues. In the first instance, it creates a single point of failure in terms of communication. If Joseph is absent from work then how do people get in contact with the home? There are also then some quite major issues with data protection. A private individual email address can potentially be accessed by anyone who may have access to a shared device, and can also be accessed outside of working hours, and off-site. There is also the risk that when Joseph decides to leave the company, he will take an inbox full of potentially sensitive information with him.

This research also turned up several examples of incorrect emails being published online, or in some cases, generic emails associated with *other businesses*. In the case of Moorland View Care Home, Darwen, the email address advertised on the 'contact' section of the website is listed as `boldlawnltd@aol.com` [28]. This is problematic for a number of reasons. Firstly, there is the issue of data protection – much in a similar way to the case of

Joseph Buirds described above. In this case, there is the added possibility that people who are not employed by the home may have access to potentially sensitive information. There is also then the added issue of the email not matching the care home from a branding perspective, with the risk that people may assume the address is incorrect, or not actually associated with the care home. Whatever the case, this is clearly an example of very poor practice with potentially serious ramifications.

### ***Regulatory issues***

One of the most important and impactful issues identified in this study relates to regulatory compliance. The Care Quality Commission (CQC) is the independent regulator of health and social care in England [29]. It rates services on a four-point scale from ‘inadequate’ to ‘outstanding’. As part of CQC regulation of care homes in England, Regulation 20A is the ‘Requirement as to display of performance assessments’ [30]. This is one of the fundamental standards monitored by the CQC that says ‘Providers must ensure that their rating(s) are displayed conspicuously and legibly at each location delivering a regulated service and on their website (if they have one)’ [31].

However, research shows that this is not always the case. Of the 297 care homes with working websites, 60 (20.2%) had some issues with the display of their CQC status. Issues ranged from broken CQC integration to a lack of dynamic rating, meaning visitors have to then click through to the CQC to check the status. Most critical of all is the fact that 31 (10.4%) of homes surveyed had no CQC link at all.

One particularly pressing issue that became apparent during the course of this research is that many care homes don’t include the full dynamic CQC widget on their site. This means that (knowingly or unknowingly) several homes are guilty of false advertising, as their current CQC rating does not match the logo / text displayed on their website. Meavy

View, Rochdale for example lists its CQC ratings as all ‘Good’ in the website footer [32]. However, clicking on the link reveals it actually ‘Requires Improvement’ in a report published 15 September 2022 [33]. In a similar way, The Withins Residential Home, Bolton, includes a CQC logo on its homepage that says it is inspected and rated ‘Good’ [34]. However, the entry for 'Withins (Brightmet) Limited' on the CQC register reveals the home Requires Improvement as of June 2022 [35].

### *Issues with CQC profiles*

The issues with regulatory transparency don’t just occur on the part of care homes not displaying their correct ratings. In some cases, the CQC itself has not linked together profiles for homes that have changed ownership.

Adams Residential Care Home, Preston for example was rated ‘Inadequate’ and archived by the CQC in March 2015 [36]. However, further investigation reveals the home has now changed name and is listed as Adamson House Care Home, still at the same address, rated as ‘Requires Improvement’ as of September 2022 [37].

In another example, Oaklands Nursing and Residential Home, Burnley has a link to its CQC profile on its website [38]. However, following the link it seems as though the home is closed down, with an archive date of July 2019 [39]. Usually, profiles are linked so that members of the public can easily see the history of a care home and its change in ownership. In this case, the link has not been made and it is only with further searching based on the home’s address that the active profile can be found [40].

### ***Issues relating to changing ownership***

All of these regulatory issues tie in with a broader question around the ownership of care homes and the impact changing ownership has on transparency and accountability of those in charge. This can often have a detrimental impact in terms of consumer choice as well as the ‘customer service’ element of care homes in terms of their responsibilities to residents and their families.

Springfield Nursing Home, Chorley for example was found to have two separate websites [41,42], of which the ‘main’ website [42] has broken integration with CQC. Meanwhile, Highfield Manor Care Home, Rochdale was found not to have a website at all – though it does have a listing on ‘Our Rochdale’, a listings website run in conjunction with Rochdale Borough Council [43]. In this case, the listing shows the contact email as [highfieldmanor@eaglecarehomes.co.uk](mailto:highfieldmanor@eaglecarehomes.co.uk). However, further research reveals that Highfield Manor hasn’t been owned by Eagle since 2017 [44].

These examples are just the tip of an iceberg that makes it very hard for the average member of the public to find correct and up-to-date information on care providers in their region. In the case of Bankfield, Bury, the aggregator site *Care Services* suggests the home’s website can be found at [www.bankfield.org](http://www.bankfield.org) [45]. However, the URL brings up a 404 error, suggesting the site has been closed down. On further inspection, it seems that at the time of writing, Bankfield is listed as ‘Inadequate’ by the CQC, with its current provider KR Care Homes Limited, who took over the home in March 2020 [46]. Given that the website domain still appears active, even if not ‘switched on’, this raises the question: was the website switched off when the home changed ownership, or has the website been taken down in light of the home’s Inadequate rating? Either way, the uncertain web presence of the home is not good for regulatory transparency and not good for consumer choice.

Meanwhile, in another important and related issue, the researcher found several instances where care homes that have closed still have an active presence online. The

Ambassador, Blackpool for example changed ownership in February 2022 following an Inadequate rating, with several stories published in the national media [47,48]. The home is now known as Hollins Lodge Care Home [49], and yet at the time of writing, the old (failed) care home still has an active website [50], while the new home does not. In another example, Morvern Care closed down in June 2021 [51], but still has a website ‘under construction’ as of 28 September 2022, complete with telephone numbers and email address [52].

## **Conclusion**

This research started with the aim of surveying the digital marketing provision of care homes in Lancashire, with a focus specifically on websites and the extent to which consumers can access information on care homes to make good, informed decisions.

While this research started with a list of more than 500 homes sourced from one of the many aggregator sites found online, it transpired that of the 514 surveyed, 88 of which were no longer in operation.

Of those with working websites, many were found to be extremely dated, with few (if any) updates in many years and large numbers of stock images that are not a fair reflection of what the home actually has to offer.

Even more worryingly still, 20.2% of homes with working websites had some issue with their CQC integration, meaning their status is either currently misrepresented, or has the potential to be misrepresented at some point in the future should their status change. Of this number, just over half (10.4% overall) had no mention of the CQC at all – a clear breach of CQC regulations.

With this in mind, what can be done?

Clearly, the CQC needs to take steps to ensure that changed ownership is fully reflected in correctly linked profiles in its provider directory. Similarly, I would urge the

CQC to take further steps to ensure that regulation 20A is properly enforced, with homes *required* to include the dynamic embedded feed that is already available to each home from the CQC website.

Moving beyond the enforcement of current regulations, it seems surprising that CQC regulations in this area should only apply *if* a care home has a website. In this day and age, websites are an important channel of marketing communications. Given the sheer number of aggregator sites, council directories, NHS listings and other such sites filling up search results, having a single place where homes can share correct and up to date information is essential. For fully transparent and open care decisions, this researcher believes it should be a mandated part of CQC registration that care homes be required to run and maintain an active and up-to-date website.

Of course, the next stage is to improve the quality of training and support available to care homes. This researcher has much sympathy for often overworked and underpaid care home managers who are not natural marketers and who don't have the time to maintain a presence online. However, in the twenty-first century, the marketing of care homes should be seen as a key part of care provision. This is because a website can be a key way of being accountable to the general public – to show what the home does and what it has to offer and how it looks after its residents. More than this, a website is also an important way to present a clear and consistent brand image, and showcase the good work that is done.

If regulators cannot provide support then at least local councils could perhaps share existing digital marketing expertise with care homes who are currently under-represented in the digital space. Without sufficient support for care homes and their staff, the digital disparity will only continue, and people will make poorly informed choices as a result.



### **Limitations**

This exploratory study was limited to care home websites in the county of Lancashire, UK found listed on the aggregator website [www.yourcarehome.co.uk](http://www.yourcarehome.co.uk). While more than 500 homes were investigated in total, the list is not exhaustive. Future research should consider expanding the scope to include nation-wide coverage, to explore additional variables in website quality, and also the extent to which geographical region is a factor in the digital divide. Future studies might also consider the role of social media, and ways care homes use social media to interact with residents and their relatives.

## References

- [1] Tapper, J. UK care homes still stopping family reunions months after Covid rules eased. The Observer [Internet]. 2022 Sep 25 [cited 2022 Sep 30]. Available from: <https://www.theguardian.com/society/2022/sep/25/care-homes-families-still-denied-access-after-covid-rules-eased-uk>
- [2] Letters: Care work has been undervalued for years. Now we see the consequences. The Guardian [Internet]. 2022 Aug 26 [cited 2022 Sep 30]. Available from: <https://www.theguardian.com/society/2022/aug/26/care-work-has-been-undervalued-for-years-now-we-see-the-consequences>
- [3] Booth, R. Staffing crisis leaves many English care home residents' basic needs unmet. The Guardian [Internet]. 2022 Aug 21 [cited 2022 Sep 30]. Available from: <https://www.theguardian.com/society/2022/aug/21/staffing-crisis-leaves-many-english-care-home-residents-basic-needs-unmet>
- [4] Das, S. Private UK care homes' profit margins soared in pandemic, research finds. The Observer [Internet]. 2022 Jul 24 [cited 2022 Sep 30]. Available from: <https://www.theguardian.com/society/2022/jul/24/uk-private-care-providers-profit-rise-covid-report>
- [5] Melley, J, Holt, A. Care homes: Following the money trail. BBC [Internet]. 2021 Dec 6 [cited 2022 Sep 30]. Available from: <https://www.bbc.co.uk/news/uk-59504521>
- [6] Help finding a care home. Age UK [Internet] 2022 Aug 26 [cited 2022 Sep 30]. Available from: <https://www.ageuk.org.uk/information-advice/care/arranging-care/care-homes/help-finding-care-home/>
- [7] Choosing the right care home for you. Age UK [Internet] 2022 Apr 28 [cited 2022 Sep 30]. Available from: <https://www.ageuk.org.uk/information-advice/care/arranging-care/care-homes/choosing-care-home/>
- [8] Care homes. NHS [Internet] 2019 Jan 15 [cited 2022 Sep 30]. Available from: <https://www.nhs.uk/conditions/social-care-and-support-guide/care-services-equipment-and-care-homes/care-homes/>
- [9] How to choose a care home. Which? [Internet] 2021 Dec 14 [cited 2022 Sep 30]. Available from: <https://www.which.co.uk/reviews/after-life-care/article/after-life-care/how-to-choose-a-care-home-ab9Up9Y4eFY5>
- [10] Hilton Rest Home. NHS. [Internet] [cited 2022 Sep 30]. Available from: <https://www.nhs.uk/Services/careproviders/Overview/DefaultView.aspx?id=48300>
- [11] Anbridge Care Home. NHS [Internet] [cited 2022 Sep 30]. Available from: <https://www.nhs.uk/Services/careproviders/Overview/DefaultView.aspx?id=62616>
- [12] Adelphi Rest Home. Facebook. [Internet] [cited 2022 Sep 30]. Available from: <https://www.facebook.com/adelphiresthme/>
- [13] Chestnutgrove Rest Home [Internet] [cited 2022 Sep 30]. Available from: <https://chestnutgroveresthome.co.uk/>

- [14] Swillbrook House Residential Care Home [Internet] [cited 2022 Sep 30]. Available from: <http://swillbrookhouse.co.uk/>
- [15] About the Home. Brant Howe [Internet] [cited 2022 Sep 30]. Available from: <http://www.branthowe.co.uk/about.html>
- [16] Kepplegate Care Services [Internet] [cited 2022 Sep 30]. Available from: <https://www.kepplegate.co.uk/>
- [17] Redbricks Care Home [Internet] [cited 2022 Sep 30]. Available from: <https://redbrickscarehome.co.uk/>
- [18] Large group of happy enthusiastic elderly ladies exercising in a gym sitting in chairs doing stretching exercises with rubber bands. Shutterstock [Internet] [cited 2022 Sep 30]. Available from: <https://www.shutterstock.com/image-photo/large-group-happy-enthusiastic-elderly-ladies-367740026>
- [19] Senior woman with her caregiver at home. Shutterstock [Internet] [cited 2022 Sep 30]. Available from: <https://www.shutterstock.com/image-photo/senior-woman-her-caregiver-home-123430627>
- [20] Old people in geriatric hospice: Black doctor visiting an aged patient, measuring blood pressure of a senior woman. Group of retired men in foreground playing chess. Shutterstock [Internet] [cited 2022 Sep 30]. Available from: <https://www.shutterstock.com/image-photo/old-people-geriatric-hospice-black-doctor-405715726>
- [21] Gallery. Rosehaven Care Home [Internet] [cited 2022 Sep 30]. Available from: <https://www.rosehavencarehome.co.uk/gallery>
- [22] York Lodge [Internet] [cited 2022 Sep 30]. Available from: <http://yorklodge-care.co.uk/>
- [23] Events. Thornton Care [Internet] [cited 2022 Sep 30]. Available from: <https://thorntoncare.com/events/>
- [24] Blog. Rossendale Nursing Home [Internet] [cited 2022 Sep 30]. Available from: <https://www.rossendale-nursing.co.uk/blog>
- [25] Latest News & Events. The Sands Care Group [Internet] [cited 2022 Sep 30]. Available from: <https://www.sands-caregroup.co.uk/latest-news-events/>
- [26] Welcome to Beech Grove. Roseberry Care [Internet] [cited 2022 Sep 30]. Available from: <https://roseberrycarecentres.co.uk/beech-grove/>
- [27] Stafford House [Internet] [cited 2022 Sep 30]. Available from: <https://www.staffordhouseclevelleys.co.uk/>
- [28] Contact. Moorland View Care Home [Internet] [cited 2022 Sep 30]. Available from: <https://moorland-view.co.uk/contact/>
- [29] Care Quality Commission (CQC) [Internet] [cited 2022 Sep 30]. Available from: <https://www.cqc.org.uk/>

[30] Regulations for service providers and managers. CQC [Internet] 2022 May 20 [cited 2022 Sep 30]. Available from: <https://www.cqc.org.uk/guidance-providers/regulations-enforcement/regulations-service-providers-managers>

[31] Regulation 20A: Requirement as to display of performance assessments. CQC [Internet] 2022 May 12 [cited 2022 Sep 30]. Available from: <https://www.cqc.org.uk/guidance-providers/regulations-enforcement/regulation-20a-requirement-display-performance>

[32] Meavy View [Internet] [cited 2022 Sep 30]. Available from: <http://meavyview.co.uk/>

[33] Meavy View Retirement Home. CQC [Internet] 2022 Sep 15 [cited 2022 Sep 30]. Available from: <https://www.cqc.org.uk/location/1-3245687527>

[34] The Withins Residential Home [Internet] [cited 2022 Sep 30]. Available from: <http://www.withinsresidentialhome.co.uk/>

[35] Withins (Brightmet) Limited. CQC [Internet] 2022 Jun 24 [cited 2022 Sep 30]. Available from: <https://www.cqc.org.uk/location/1-122938931>

[36] Archived: Aadams Residential Care Home Limited. CQC [Internet] 2015 Mar 4 [cited 2022 Sep 30]. Available from: <https://www.cqc.org.uk/location/1-185262518>

[37] Adamson House Care Home. CQC [Internet] 2022 Sep 15 [cited 2022 Sep 30]. Available from: <https://www.cqc.org.uk/location/1-5182532834>

[38] Oaklands Nursing Home [Internet] [cited 2022 Sep 30]. Available from: <https://oaklandsnursinghome.com/lancashire-burnley-nhs-private-care-home/>

[39] Archived: Oaklands Nursing and Residential Home. CQC [Internet] 2019 Jul 25 [cited 2022 Sep 30]. Available from: <https://www.cqc.org.uk/location/1-115846395>

[40] Oaklands Nursing and Residential Home. CQC [Internet] 2020 Dec 17 [cited 2022 Sep 30]. Available from: <https://www.cqc.org.uk/location/1-7222960286>

[41] Springfield Nursing Home [Internet] [cited 2022 Sep 30]. Available from: <https://springfield-nursing-home.business.site/>

[42] Springfield Nursing Home [Internet] [cited 2022 Sep 30]. Available from: <https://www.springfieldnh.co.uk/>

[43] Highfield Manor Care Home. Our Rochdale [Internet] 2022 Jul 8 [cited 2022 Sep 30]. Available from: <https://www.ourrochdale.org.uk/kb5/rochdale/directory/service.page?id=LeB7EZLMxgc>

[44] Archived: Highfield Manor Care Home. CQC [Internet] 2017 Oct 10 [cited 2022 Sep 30]. Available from: <https://www.cqc.org.uk/location/1-118382867>

[45] Bankfield, Bury. Care Services [Internet] 2022 Sep 15 [cited 2022 Sep 30]. Available from: <https://www.careservices.org.uk/bankfield-bury>

[46] Bankfield. CQC [Internet] 2022 Aug 17 [cited 2022 Sep 30]. Available from: <https://www.cqc.org.uk/location/1-8087696419>

[47] Archived: Ambassador Care Home. CQC [Internet] 2022 Feb 18 [cited 2022 Sep 30]. Available from: <https://www.cqc.org.uk/location/1-156049607>

[48] Blackpool care home put residents at risk, watchdog finds. BBC [Internet] 2021 Dec 30 [cited 2022 Sep 30]. Available from: <https://www.bbc.co.uk/news/uk-england-lancashire-59820608>

[49] Hollins Lodge Care Home. CQC [Internet] 2022 Aug 5 [cited 2022 Sep 30]. Available from: <https://www.cqc.org.uk/location/1-12340481001>

[50] The Ambassador Care Home. Blackpool Care Homes [Internet] [cited 2022 Sep 30]. Available from: <http://www.blackpoolcarehomes.co.uk/the-ambassador/>

[51] Archived: Morvern Care Centre. CQC [Internet] 2021 Jun 9 [cited 2022 Sep 30]. Available from: <https://www.cqc.org.uk/location/1-1876742310>

[52] We Are Currently Working On An Awesome New Site. Morvern Care Centre [Internet] [cited 2022 Sep 30]. Available from: <https://www.morverncare.co.uk/>

[5,000 words]